

Falkirk Workforce Plan 2023-27 (Reviewed 2024)

FALKIRK COUNCIL



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1. Introduction

As a Council, we are ambitious for our area. As an employer, we are equally ambitious for our workforce.

Our Workforce Strategy links to and supports the Council Plan priorities. It identifies what the workforce needs to look like and how it needs to operate to deliver outcomes for the residents of Falkirk. This is essential forward planning for the delivery of the Council Plan.

Our Council Plan sets out the strategic framework that will ensure our focus remains firmly on modernising services and improving outcomes for local people. The Council will look, feel and be a different organisation over the next few years, focussing our limited resources on services that support those most in need, create brighter futures for children and young people, drive economic recovery and a green transition, and help create jobs.

We need a culture that makes things happen for the people we serve so that we are recognised as a Responsive, Innovative, Trusted and Ambitious Council; representing our values. Our workforce is our most valuable asset, with a wealth of experience and skills, to help us deliver our vision for change.

Our workforce plan reflects our ambition to have the right people, in the right roles, with the right skills and attitude. Our workforce needs to be responsive and ambitious, adapting what they do, to support our strategic priorities. This plan outlines the challenges that we face and actions needed to deliver on our priorities. It has several key themes:

- Attraction and Recruitment - To attract and recruit the talent needed to deliver essential services, by positioning Falkirk Council as an employer of choice
- Equality and Diversity - To implement equality and diversity initiatives to ensure an inclusive workplace for all employees to enable them to fully participate in all aspects of work, free from harassment
- Engagement, Value and Retention - To create an environment that encourages effective engagement, open communication and high performance
- Health, Safety and Employee Wellbeing - To look after the physical and mental wellbeing needs of our workforce
- Capacity and Performance - To review processes and the way we do things to ensure that we operate as efficiently and effectively as possible, developing new ways of working that drive a high performance culture

- Leadership, Skills and Development - To provide quality learning and development interventions, at all levels, to ensure that our workforce is equipped to deliver our priorities

All services will develop their own specific workforce action plans and recognise the importance of a skilled, motivated and valued workforce. Further project specific plans will also be developed e.g. to support the Strategic Property Review. Falkirk Council and NHS Forth Valley continue to build on common practices to provide better more integrated adult health and social care services through our Health & Social Care Partnership (HSCP). A separate Integrated Workforce Plan has been developed to support this.

In developing this Workforce Plan the following documents and data were considered:

- The Council Plan
- The Council's Financial Strategy
- Workforce Strategy
- Digital Falkirk Strategy
- Target Operating Model
- Council of the Future Transformation Programme
- Towards a Fairer and More Equal Falkirk – Falkirk Council Mainstreaming Report Update 2023
- Workforce profiling information
- Relevant population demographics/ trends
- Employee engagement survey results and Engagement Strategy

This plan covers the period from September 2023 – March 2027. It has been updated in 2024 and will be assessed annually for any necessary updates. It is essential that we continually monitor and review our workforce requirements to meet the demands of our communities. In doing so, we are committed to working in partnership with Trade Unions.

2. Our Values

We are Responsive

By embracing technology and modern working practices we will enhance people's lives and use our own data to create services that meet the needs of our customers 24/7, 365 days a year.

We are Innovative

By celebrating creativity and learning we will inspire employees to solve shared problems and create unique services that make Falkirk the place to live, learn, work and visit.

We are Trusted

By removing bureaucracy and red tape, we will enable and empower people to develop new skills and live rewarding lives as independently as possible within their own community.

We are Ambitious

By working together, employees and communities will help create sustainable services that positively impact peoples' lives.

3. Our Vision and Priorities

The Council's vision is to have strong communities where inequalities are reduced and lives are improved. This is being implemented through three priorities with our workforce recognised as a key enabler to deliver these priorities:

Supporting stronger and healthier communities.

Promoting opportunities and educational attainment and reducing inequalities.

Supporting a thriving economy and green transition.

VALUES: Responsive, Innovative, Trusted, Ambitious

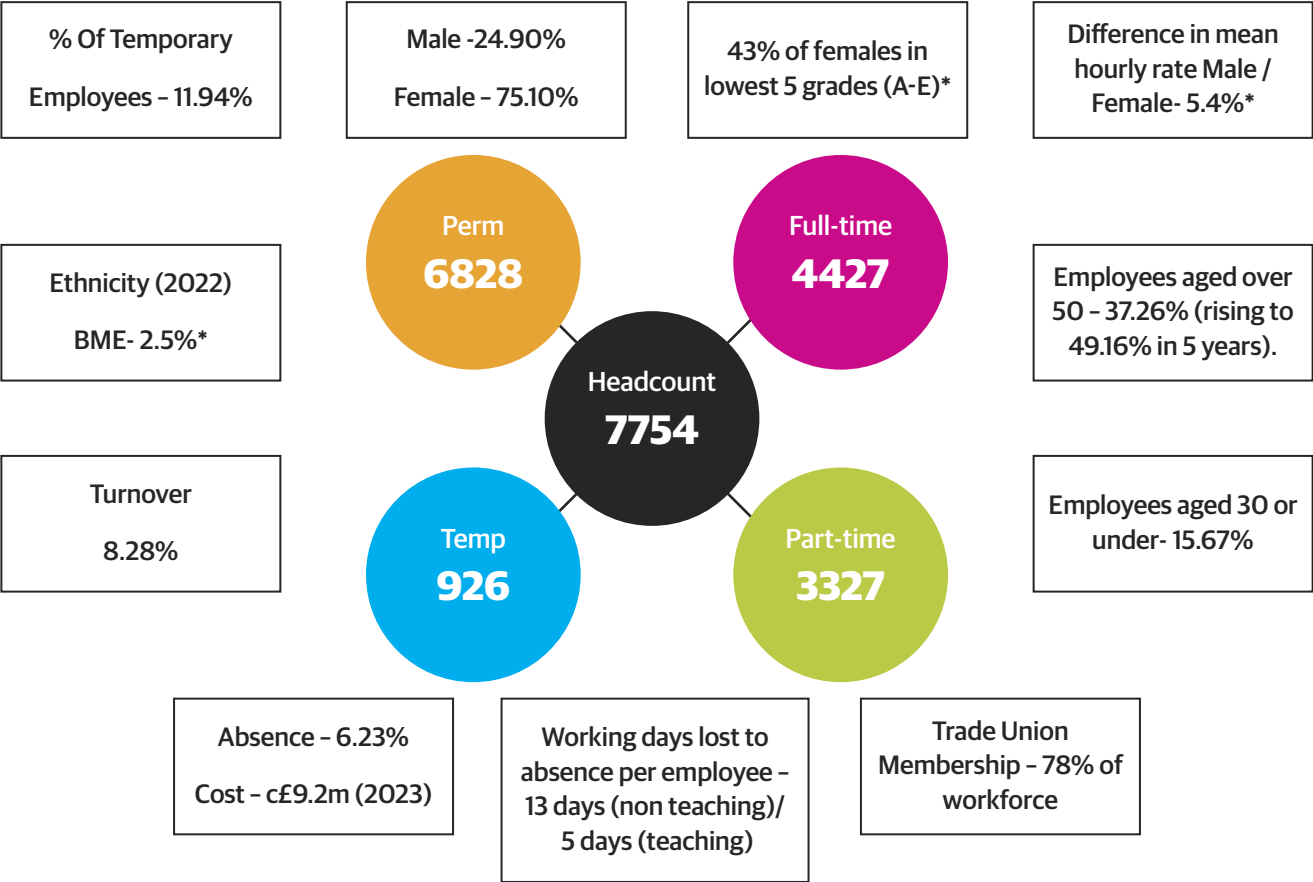
ENABLERS: Financial Sustainability, Transformation & Improvement, Valued Sustainable Workforce

The way our people work and behave is fundamental to how we support our communities. It has a direct impact on the services we provide.

4 Target Operating Model (TOM)

Our workforce costs equate to c60% of our overall budget. Our financial strategy outlines our budget position, our approach to achieving financial sustainability, and highlights the need for us to continue to innovate and transform our services. As we redesign services, we must be mindful of our financial position and make changes which support financial sustainability. Our Target Operating Model provides us with a toolkit to underpin planning and resource allocation that will support delivery of the changes required. The TOM has 11 principles (Appendix 1) that help shape and develop our services and our future workforce needs. The principles highlight the significance of having the right workforce in the right place, with the right skills, to deliver services to our communities. This workforce plan and Service specific action plans set out the actions we will take to support delivery of these principles. Our Organisational Change Policy will support this.

5. Our Workforce



*from Towards a Fairer and More Equal Falkirk- Falkirk Council Mainstreaming Report Update 2023

Key workforce trends:

- **Headcount:** The table below shows headcount and FTE over the past 5 years

	2020	2021	2022	2023	2024
Headcount	7217	7523	7501	7807	7754
FTE	6071.53	6311.59	6345.17	6494.62	6434.81

Headcount and FTE rose sharply in 2020/21 linked to additional resourcing requirements due to COVID. Whilst this additional resource has diminished, headcount and FTE has remained higher than previously due to the transfer of approx. 400 Falkirk Community Trust employees to the Council in April 2022. In response to the continuing economic challenges facing the Council however, our core workforce has started to reduce and is anticipated further contract over the next 5 years.

- **Temporary Contracts** – The use of temporary contracts across the Council has reduced from over 13% in 2021 (in response to the additional resourcing requirements associated with COVID) to 11.94%. Each Service continues to review its longer term temporary contracts to rationalise these. This will assist with retention by addressing concerns regarding employment security for our workforce and also improve business continuity for the Council. However, in the short-medium term, the use of temporary contracts will continue in some areas due to ongoing/ planned service reviews, including the implementation of the Council's Strategic Property Review.
- **Part-time Working** - There is a mix of full time and part time staff, with just over 57% full time. This varies significantly across services reflective of their needs. In some areas, high levels of part-time working can bring its own challenges in terms of continuity and staff management. The Council continues to promote the use of flexible working arrangements, making the Council a more flexible and attractive employer.

- **Age Profile** - The age profile of our workforce (Appendix 2) creates a medium term challenge and risk. This is consistent with an aging population within the Falkirk area. With c37% of our current workforce over 50 rising to c49% in 5 years, we need to continue to consider measures to attract younger people into the Council while managing the risks associated with an aging workforce.
- **Turnover** - Reduced significantly from 11.1% (2022/23) to 8.28%. There are specific areas where turnover appears higher e.g. Social Work Adult Service (11.26%) and Place Services (10.50%) but again these remain lower than in recent years.
- **Absence** - Risen from 5.38% in 2020 to 6.23% for 2023/24. The Council's absence target is 4%. The majority of absence is medium- long term absence (81.98%- March 2024)) which has been significantly impacted by the availability of healthcare interventions following COVID. Absence remains particularly high within Social Work Adult Services (10.09%) and Craft employees (9.10%). Absence is mainly attributable to absence linked to 'any other condition', mental wellbeing, infection/virus and minor ailment.
- **Grade Profile** - The majority of employees are paid at the lower end of the grading structure which is reflective of the nature of the services being delivered. The pay structure has been reviewed for Grades A-D. The revised structure maintains separate grades, provides for incremental progression in Grades B-D and ensures a reasonable level of longevity for the pay structure. The Living Wage is embedded in the grading and pay structure. The Council's structure (Appendix 3) and Organisational Design Principles (appendix 4) are under review to ensure grades and post remits are closely aligned to new and improved ways of working and the Council's Target Operating Model. This ensures that the Council continues to have a robust and auditable pay structure which addresses recruitment and retention issues, and that employees are fairly treated with regards to our equal pay commitments.
- **Allowances** - A summary of allowances payable across the Council is attached as Appendix 5. A key element of our Workforce Strategy is ensuring we continue to be recognised as a good employer and have a workforce package which represents this. We continue to review this in consultation with trade unions. Initial reviews of mileage and overtime across the Council have commenced with Services encouraged to consider alternative ways of working.

- **Use of Casual and Agency workers** - The costs of casual workers to the Council have risen c35% since 2021 to maintain service delivery to cover unplanned absence or assist with peaks in service delivery requirements. The cost of agency workers has more than doubled over the same period. This has mainly been within Children's Service Social Work (8.63%) and the HSCP (80.73%) which reflects national recruitment difficulties for social care, social work and occupational therapy roles. All Services have been asked to review and minimise the use of agency workers as far as possible, with the Council directly employing its own workforce unless under exceptional circumstances.
- **Equality Profile (Appendix 6)** - Falkirk had 65% of its population of working age with 33% of females of working age and 32% of males. Our workforce is female dominated, this is in the main due to the nature of the jobs and is reflective of local government in general. Of the overall total females in employment, 43% are represented in the lowest 5 grades (grades A-E). In relation to SJC employees only, 81% of those in Grades A-E are female indicating that females are less well represented in the more senior positions in the Council. There are also elements of job segregation in certain service areas (e.g. refuse collection, cleaning, home care, craft roles) and work is ongoing to consider these issues as part of the Council's Equality Outcomes and gender pay actions (Towards a Fairer and More Equal Falkirk - Equality Outcomes and Mainstreaming Report). There is an inconsistent recording of ethnicity and disability within the workforce. Employees continue to be regularly reminded to update their records with the Myview App facilitating individual updates. More work is required to encourage employees to disclose relevant equality information. We have recently started working with CEMVO Scotland through the Race for Human Rights Programme with an aim to encourage employees to share their protected characteristics and further reduce the gaps in data.

6. Recruitment & Retention

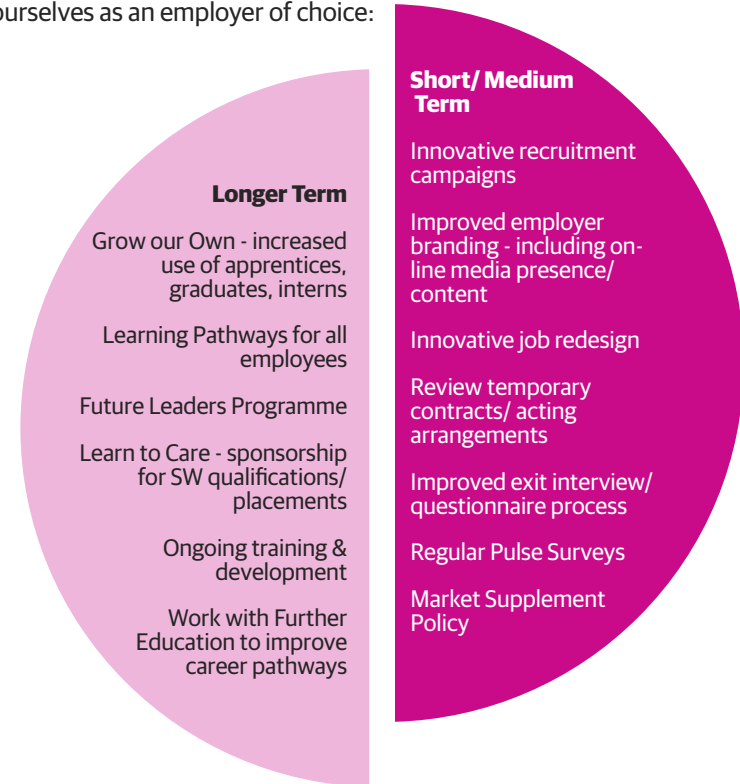
Two of the key themes in our Workforce Strategy (Attraction and Recruitment/ Engagement, Value and Retention) are directly aimed at ensuring that we attract, recruit and retain the talent needed to deliver essential services. We continue to experience recruitment and retention difficulties across many areas of the Council including:

- Social Care Staff
- Social Workers
- Occupational Therapists
- Teachers
- Catering and Cleaning Staff
- HGV Drivers
- Housing Officers
- Statutory roles such as Building Control, Planning, Environmental Health
- IT roles

We have a lower levels of applicants via Myjobscotland than comparator sized councils (Value, Growth Performance – Myjobscotland in Numbers April 2023). We are committed to communicating a positive culture externally and promoting the advantages of working for Falkirk Council. Work is already ongoing to improve our automated recruitment processes, our recruitment campaigns, our engagement strategies and our onboarding processes aligned to our employer brand.

In some areas recruitment difficulties have been addressed via job redesign, for example, through the creation of Advanced Practitioners and Assistant Team Managers offering improved career opportunities to address issues attracting and retaining social workers and occupational therapists. These new roles also assist with the recruitment of newly qualified staff through offering additional support and mentoring. The effectiveness of these arrangements will continue to be reviewed.

A range of other strategies have been developed to address recruitment and retention issues using creative solutions and developing resources, including Learning Pathways, to position ourselves as an employer of choice:



We continue to develop our apprentice and graduate programmes to 'grow our own' in response to recruitment difficulties and an aging workforce in particular areas. Since we launched the graduate programme in 2019, we have taken on 97 graduates. We have 23 current graduates and have retained a further 33. We have a retention rate of 58%. This is consistent with a recent Institute of Student Employers survey 2023 which shows that 56% of graduates will remain with an organisation after 5 years. We also offer sponsorship opportunities as part of our Learn to Care programme to help address Social Work recruitment issues.

Similarly, we recognise that we require to support and develop future leaders throughout the Council due to an ageing profile amongst our Leaders. A Future Leaders Programme has been introduced to improve capacity within the Council, retain skilled and valued employees and create coherent succession planning process for senior roles. The effectiveness of these arrangements will continue to be reviewed.

7. Our Challenges, Changes and Opportunities

Supporting Stronger and Healthier Communities

Coordinate and develop the way we inform and engage with communities to make it easier for people to have an active role in decisions that shape Falkirk's future.

As a result of the Communities Shaping Falkirk's Future change project, strong practical foundations are now resourced and being put in place to improve the quality and better coordinate community engagement. Feedback from staff previously identified a range of barriers affecting their capacity to deliver our new vision for community engagement. These include a need for culture change, systems, processes, tools and skills to support this change. Work has been taken forward to address this including the implementation of a collaborative community engagement digital tool.

Help people participate in activities that improve health & wellbeing in a place that is appropriate for them.

We are reviewing our sports and leisure provision to align with our strategic property review. We want to grow participation and make communities healthier. We need to find potential new ways to deliver services and alternative locations where they could be delivered from, together with identifying the willingness and support needed by communities to manage properties. This is likely to have a significant impact on employees and appropriate consultation is being undertaken to implement changes in line with the review.

Work with Falkirk Health and Social Care Partnership (HSCP) and partners to deliver adult health and social care services in line with the integrated Joint Board Strategic Plan.

Falkirk has an ageing population. Changing demographics in our local community is increasing demand for health and social care services. People are living longer into old age, and therefore there is an increase in people living with multiple and complex conditions. Linked to this are discharge rates where more collaboration and integrated working is required.

A review of the management structure within the Health & Social Care Partnership is ongoing. Structures and teams will be reviewed to bolster multi-disciplinary teams providing person-centred care. Breaking down silo-working and improving collaboration will be key to meeting the needs of our communities.

There has been extensive engagement and consultation throughout the structural review process with staff members from across the partnership encouraged, as part of a co-production approach that has been adopted, to provide input into its redesign. A stakeholder consultation process is also ongoing in relation to the proposed future integration of Children's Services Social Work into the Health & Social Care Partnership in 2025. This would allow more seamless working across service and system boundaries leading to improved outcomes for our service users. Our staff would also benefit from closer access to multi-disciplinary working, training, and career development.

Supporting Stronger and Healthier Communities

Outwith this, the Health & Social Care Partnership has an ambitious programme of change to increase the pace of integration which is reflected in its own workforce plan. The Partnership needs an approach that enables continual reshaping of the workforce to incorporate the changing needs of our communities and skills profile of our workforce. For example, reablement will become the normal approach to delivering care at home. This will ensure our communities are supported within their own homes, as much as possible. Roles will need to be reviewed to meet the changing service needs and alongside this, employees will need to be trained to new delivery methods.

In addition, a review of social care officers roles is underway given the variation in how these roles have been deployed differently and acknowledgement that a 'one size fits all approach' is no longer relevant. Following consultation with key stakeholders and related Trade Unions it is proposed that new posts are created to 'future proof' the activities associated with the roles performed in different services with new posts to be developed and graded through the recognised job evaluation process.

We are committed to delivering housing services that reduce homelessness, support people to sustain tenancies and provide good quality and affordable homes.

We are committed to investing in, and improving our housing and estates in order to improve housing and energy efficiency standards. There is a need to ensure that suitable employee resources are available to meet the Council's commitments to manage the implementation of these projects. Design staff have transferred from Place Services to Housing & Communities in order to streamline processes in relation to the housing portfolio.

A Housing Transformation Board has been established, following a recent external review, to improve collaborative working, more clearly define aspirations for the future, align resources to priorities and for substantial change to be realised. This will offer better value to tenants as well as optimising the wider corporate contribution of Housing Services. We are reviewing working patterns at Castings Hostel to facilitate more effective key worker arrangements which will enhance the support provided to service users.

As a social landlord we must also support our tenants. In line with the Income Maximisation Strategy we will embed income maximisation into day-to-day practice throughout the housing service. To achieve this, we have increased staffing across the service with the additional staff based within existing teams to increase staff capacity to help individuals and households in or at risk of poverty.

Promoting Opportunities and Educational Attainment and Reducing Inequalities

Support care experienced young people to live and learn in their community/ shift the balance of care for those children who need to be looked after away from home from residential childcare to family based care.

Services such as residential childcare and family support are being redesigned to reflect our commitment to The Promise and our Closer to Home Strategy. Keeping The Promise requires us to join up across our national and local policies and actions and to work with our partners to bring transformational change. Services for children and their families must be co-designed with the people who rely on them and this means a fundamental shift in how we operate. Our aim is to keep children at the heart of a system which protects, prevents harm and supports them to thrive. This will impact on existing roles and working arrangements.

The Council also continues to plan for the roll out of the Scottish Government's Best Start – Strategic Early Learning and School Age Childcare Plan 2022-2026. This will involve increasing the uptake of eligible two year olds. Depending on uptake this will require additional resources and we will look to retrain/ redeploy employees for other areas of service delivery where possible.

As part of the Council's commitment to the 'The Promise' 'care experienced' is regarded as a protected characteristic and has been reflected in a review of our Recruitment & Selection Policy with the aim of ensuring greater opportunities to secure employment and other benefits such as work experience, job shadowing and mentoring provided by their Council family and friends.

Ensure children will meet their individual developmental and attainment targets and school leavers will transition into positive, sustained destinations.

Infrastructure and capacity to meet the needs of children and young people with Additional Support Needs (ASN) who require specialist placement or care is limited within our current school estate. Demand for support for more complex pupil care needs exceeds current capacity with a significant rise in the number of children and young people with complex physical, medical, learning, neurodiverse, social and emotional needs. The ongoing implementation / roll out of a new Support for Learning Assistant (complex care) role will assist with ensuring a highly trained, skilled workforce to better meet demand within the Council area.

We will develop our Library Service to create attractive opportunities (including digital), to further reduce inequalities and promote opportunities.

Following extensive community engagement, we have developed a strategic plan for Falkirk Libraries which sets out our direction over the next five years. In consultation with communities, we have implemented reductions in opening hours in 7 out of our 8 libraries. Closing libraries one day during the working week offers an opportunity for buildings to be used by other services, partners and community organisations, generating additional income. Linked to our Strategic Property Review, a further review of library provision across Council premises will be required.

**Promoting Opportunities
and Educational
Attainment and Reducing
Inequalities**

Tackle poverty by offering financial health-checks to improve access to services/benefits to help with the cost of living.

The Council's Income Maximisation strategy focuses on what more can be done within existing resources, by sharing information, developing tools and making better use of data to target support. This will help to make sure people get all the support they are entitled to. These actions will mainstream advice and support by providing information and tools that can be used by anyone, including frontline staff, community volunteers and the public. This will help to make sure that specialists, such as Community Advice Services debt and benefits advisors, focus where their expertise is required and they add most value, for example, complex benefits forms and appeals.

As an organisation, we're committed to helping those impacted by the cost of living crisis. It is important that our staff understand the realities of poverty and what we can do to support those impacted by it. Think Poverty on-line training has been rolled out to employees to offering practical advice and resources that can be used to signpost to people experiencing financial hardship.

We will roll out universal free school meals to P6 and P7 pupils in line with the Scottish Government's aims and time frames. The initial roll out of free school meals from March 2025 to P6 and P7 pupils from households in receipt of the Scottish Child Payment can be met from within existing staffing resources. However the projected universal implementation in 2026 will require additional staffing resource to meet demand.

Work with community partners to reduce unemployment and inactivity rates and increase the skills of the workforce within the Falkirk area.

We have undertaken a review of service delivery and identified opportunities available to improve outcomes, reduce duplication and improve financial sustainability via a new service. The resultant outcome is the bringing together of Community Learning & Development and the Employment & Training Unit to create the Learning & Employability Service under one management team by end of March 2025 with full implementation by June 2025. The goal being to deliver change with minimal impact on frontline users.

Promoting Opportunities and Educational Attainment and Reducing Inequalities

Provide connectivity and support to those who would otherwise be digitally excluded

The pandemic has made clear the important role digital plays in all our futures. We have already implemented a hybrid working policy allowing employees to build on new working practices to meet their needs and those of our customers. We will continue to encourage the use of hybrid working where suitable for service delivery and monitor its effectiveness. As part of our core business we will:

- Take a digital first approach to service delivery with customers able to interact directly on line 24/7, 365 days per year
- Ensure that employees have the skills and are empowered to be flexible, adaptable and ready to respond to customer need using the right tools and technology
- Using data and information to focus resources on the services most in demand
- Harness technology to modernise the Council and ensure that services are sustainable

There is a challenge in ensuring that there is appropriate skilled resources in place and targeted appropriately to support the pace of digital change across the Council. The Council established a Digital, Technology & Innovation Board (DTIB) to improve our approach in all these areas, including a review of our ICT and digital structure.

Supporting a Thriving Economy and Green Transition

We will manage our property assets effectively and efficiently

We have a large number of buildings that are expensive to run, underutilised, do not meet our customer needs and are inefficient in using energy. Our Strategic Property Review is aimed at significantly reducing the number of our buildings, only retaining those that are core to our business. This has identified 128 properties as non-core and recommended to be considered for Community Asset Transfer, Alternative Delivery Models or failing which, closure. Phases 1 and 2 of the review have been completed. The closure of properties in Phase 3 of the review has the potential to impact on c50 employees who are integral to the running of these buildings. There is the possibility of some of the properties being included in a new Phase 4 of the review. There have been some staff efficiencies to date which have been implemented through voluntary means. The same approach will continue to be taken while we seek to implement any FTE reductions through voluntary means where possible, including through our retraining/ redeployment scheme for social care roles.

The potential to implement alternative delivery models or community asset transfers is being considered for several properties. This may require future consultation on potential TUPE transfers or alternative working arrangements as appropriate.

The implementation of a Corporate Landlord Model within the Council for the management of Council properties will result in changes in roles and responsibilities for some employees as well as change of employing service. Initial appointment to senior level posts within the new structure is anticipated to be completed by April 2025. Full implementation of the new structure is anticipated to be complete by March 2026.

The end of the Council's Public Private Partnership (PPP) on 1 August 2025, will result in the TUPE transfer of c95 catering, cleaning and janitorial staff to the Council. A review of Janitorial services is also being undertaken with a view to transitioning to centralised management for all janitorial staff, aligning janitorial management with the existing catering and cleaning services structures.

Protect the environment in the community by implementing the Council's strategies on litter, waste and green transport initiatives

The Council's Waste Review 2 includes the review of potential waste collection route efficiencies, charging and generating additional income. A similar review of roads and grounds operations will consider the potential for delivering efficiencies and for exploiting commercial opportunities. Any impact on employees would be the subject of consultation.

The transfer of building maintenance team to the Environment and Operations Division ensures that all direct service delivery functions (which do not sit within education or social work) are now delivered by a single Division. This allows synergies to be explored between the property repairs function and those other front-facing functions within this Division, adopting a more entrepreneurial approach. In order to set out a long-term and sustainable vision for the building maintenance division, an independent review was undertaken by external advisers. This considered both the culture within the section and an assessment of strengths and weaknesses. Recommendations to be implemented include strengthening of the leadership team through the implementation of new/ redesignated posts at Senior Co-ordinator and Team Leader level. The delivery of additional training for trades employees will see them develop additional skills (bolt-on skills) to enable them to provide a wider service to tenants. It is anticipated this will have benefits in improving efficiencies, resilience, customer service and satisfaction and may also have a positive impact on retention and recruitment of trades employees. Externalising the stores provision for building maintenance is another recommendation to be implemented. This will be completed by November 2025 with potential TUPE implications for employees working within the area.

Supporting a Thriving Economy and Green Transition

Changes to the void standards implemented by Housing have led to an exercise to reduce the number of painters within the division by end of March 2025. Efforts are being made to implement this reduction through voluntary means.

We are committed to reducing our carbon footprint. One way we are doing this is by implementing our Green Fleet Initiative to achieve a zero emissions fleet. To date this has included increasing the number of electric vehicles in our fleet and using HVO as a fuel source for all our refuse collection vehicles. We have a registered programme of carbon literacy training for employees and Elected Members. We are working towards a silver award submission to demonstrate carbon literacy.

As part of a transport review, we are reviewing the use of pool cars across the Council to ensure more efficient fleet usage and minimise individual mileage incurred.

Economic development that drives sustainable growth in local economy, ensuring that we take communities with us.

The Falkirk Area Tourism Strategy (2023 – 2028) is aimed at stimulating the local economy, increasing visitor numbers and promoting sustainable tourism across the area. The plan which aligns to the Council Plan aims to position Falkirk as a thriving tourist destination by capitalising on its unique attractions and creating a memorable experience for its visitors. To be effective this requires to be properly resourced including the use of graduate recruitment but also by working the UK Shared Prosperity Fund UKSPF who will help with the redesign and update of the Visit Falkirk website, advertising campaigns with Visit Scotland and specific promotional activity to reach wider audiences.

The Forth Green Freeport, provides us with a unique opportunity to advance our Net Zero and economic priorities. It closely aligns with the Falkirk Growth Deal and other large investments such as TIF. Working closely with neighbouring authorities in Fife and Edinburgh and key industrial partners, we can take steps to preserve an industrial base in Scotland focused on bringing forward the Net Zero technology that will meet the challenges of the climate emergency. Falkirk Council has been asked to be lead accountable body for the Green Freeport bid and this puts us in a unique position to be able to influence the future direction of the Green Freeport on behalf of the communities we represent.

While this is a truly transformational opportunity for the area and beyond it comes with capacity demands across a number of areas, with £1m funding available to support this. It will require input and expertise from employees across the Council (finance, strategy, economic development, communities, legal, skills, place delivery, planning), our private sector partners and specialist external economic and financial modelling support.

The Invest Falkirk Division has been created to deliver, with our strategic partners, investment projects in the Falkirk area. These include the Falkirk Growth Deal which is expected to result in over 1600 jobs and £627 million in economic benefit. It will deliver significant new assets for the area and will help Grangemouth's petrochemical complex transition to net zero. It provides the opportunity to attract significant inward investment and to create high quality and well paid jobs. Additional projects include:

- Falkirk TIF
- Town centre regeneration programmes
- Grangemouth Flood Prevention Scheme

Given the fluidity of each of these projects, the Invest Falkirk Division will have a flexible workforce. It will scale up or down depending on the overarching requirements of the projects, including secondments to the Division. The aim is to ensure appropriate professional and technical skills are available at the appropriate stages of each of the projects. It will also require professional advice and guidance from a range of central support functions

Financial Sustainability

The Council recognises that, given the level of financial savings required over the next few years, it requires to adopt a new leaner operating model (Appendix 1). The Council faces the continued challenge of delivering meaningful change in its service design and provision whilst reducing the overall size of its workforce. The slimmed down Council will be focussed on priorities set out in our Council Plan, with an emphasis on targeting resources to areas of greatest need. As part of this process, we are reviewing alternative models of delivery with potential staffing implications. Some areas of service review will result in a diminishing requirement for staff in certain roles, for example, as a consequence of the implementation of the Council's Strategic Property Review or the realignment of school management posts over the next 3 years. Each Service area will continue to identify their future workforce requirements and identify these in their Service action plans.

The Council aims, where possible, to achieve reductions by voluntary means although recognises this will be challenging. Part of the reductions will be met by voluntary severance with applications considered in conjunction with required service changes in these areas. In addition, flexible retirement applications or voluntary redeployment applications will also be sought, where applicable, to try to achieve reductions by voluntary means. To support both succession planning and the diversification of our workforce, where appropriate, the Council will consider replacing existing staff with a modern apprenticeship or new graduate as part of the business case for voluntary severance. We will also look to reskill staff for other roles initially through our retraining and redeployment programme for social care and, depending on any Best Start expansion, a similar approach will be considered for early years.

Valued Sustainable Workforce

As the demographics change in our community, so does our workforce. In 5 years, c49% of our workforce will be over 50. This highlights the need to further develop and recruit new employees to bridge skill gaps and ensure we can continue to fill posts so we can provide services in the years ahead.

Our modern apprenticeship and graduate programmes will be further developed to 'grow our own' and introduce more young people into the Council's workforce.

We will support and develop future leaders throughout the Council due to an ageing profile amongst our Leaders. A Future Leaders Programme has been introduced to improve capacity within the Council, retain skilled and valued employees and create coherent succession planning process for senior roles.

We will continue to embed new ways of collaborative working, providing our employees with the tools, learning and development and support they need to deliver quality service and deliver upon the Council's Priorities

Absence remains high across the Council and work is ongoing to improve absence management throughout the Council through, for example, training and improved systems developments. Our Wellbeing Strategy is also being reviewed to support this.

Engagement and communication emerged as top employee priorities from the organisational wide engagement surveys and program of listening events delivered September 2023 to September 2024. Our Engagement Strategy is focussed on these priority areas.

To support the ongoing review of working arrangements across the Council and to ensure appropriate employee engagement, the Council has a partnership agreement with relevant trade unions. This is part of an overall employee relations framework that recognises that partnership and collaboration are the best means by which sustainable change and improvement can be delivered.

Valued Sustainable Workforce

This agreement will be reviewed to ensure that it remains fit for purpose and in line with Fair Work First Principles. It will incorporate our Organisational Policy and be re-launched via a series of sessions with management teams across the Council, in conjunction with trade unions, to share best practice in terms of partnership and collaboration.

Each Service requires to identify priority development areas for their wider workforce and specific professional, digital and technical skills requirements are to be outlined within individual Service Action Plans.

The Hybrid Working Policy is the result of the Anytime Anywhere Project and this has been rolled out to all office based teams, with new workspaces designed to promote collaborative working and to support the Strategic Property Review. Currently 19% of the workforce are categorised as hybrid workers. Alongside our new Hybrid working and Smart Working, Smart Travel Projects, we continue to review our models of service delivery/ ways of working to ensure that we are delivering effective and efficient services. A number of reviews are ongoing as part of the Council of the Future agenda e.g. within Roads & Grounds, Building Maintenance and Waste Services.

The recent Best Value Review suggested that a review of the effectiveness of the Hybrid Policy and the impact of hybrid working should be undertaken. As a result, a survey will take place in the first quarter of 2025 to gather employee views on hybrid working and how/when they use any office space and for what purpose. Consideration will be given to the introduction of PIs to monitor the effectiveness of hybrid working. The hybrid policy is scheduled to be reviewed in 2025.

Transformation and Improvement

Significant culture change is required to support our Council of the Future programme. For our ambitious programme of change to be effective, we need buy-in from all staff across the Council. We need to encourage and enable collaborative working by providing our workforce with the right tools to make it happen. Over the past few years, change and project management frameworks have been implemented across the Council. Change has become a regular part of the workload of management teams across the Council. Chief Officers and Service Managers are tasked with delivering change and, where necessary, will recruit officers to work within their teams with direct project management responsibility.

We need to create a can do, supportive working culture that encourages creativity and innovation. Much of our organisational development work is focused on building capacity for this to support the innovate change and transformation we require.

8. Employee Priorities

To deliver the best services that we can for our communities we need to be better engaged with our employees. We know this because this is what they told us. Engagement and communication emerged as their top priorities from the organisational wide engagement surveys and program of listening events delivered September 2023 to September 2024.



We have used this feedback to develop our Engagement Strategy to focus on the areas that are most important to them. We are committed to creating work environments where our people feel connected, valued, and recognised for their efforts through meaningful interactions with their manager. Ensuring that everyone is supported and feels motivated to achieve their best in the work, irrespective of the role that they do. So that we, collectively, can deliver great services for our communities.

We will achieve this by working together to:

- Develop a communication platform to connect everyone across our organisation
- Build meaningful relationships with employee groups, Trade Unions, community partnerships to test, share, and gather insights to shape engagement activities
- Design organisation wide engagement surveys to engage and act on the matters that are most important
- Create process for pulse surveys that can be service, team or topic led
- Create a digital suggestion scheme encouraging our people to share ideas and views directly with our Chief Executive
- Spotlight our benefits and rewards scheme, including flexible working, so that our people have the information they need
- Develop learning resources to support managers to create the conditions for leading engaged teams
- Develop learning resources to allow everyone access to the knowledge they need to thrive at work

9. Our Wellbeing

Our staff are continuing to work in very challenging times. The Council's Wellbeing and Mental Health Policy seeks to create a workplace that supports our employees in achieving their own wellbeing. Our wellbeing strategy is key to supporting our employees. This is being further developed to incorporate learning experienced during the COVID period and ensure we continue to meet our employee wellbeing needs. The Council's commitment to supporting staff wellbeing is evidenced through the multiple structured support mechanisms as detailed below:



The Wellbeing Group is undergoing a renewal process with new membership and new Wellbeing Strategy from 2025.

10. Workplace Learning

An Action Plan has been developed (Appendix 7) to realign our workforce and training to ensure that our workforce is fit for the future.

We are committed to ensuring everyone has access to learning opportunities relevant to the work that they do, to enable them to play their part in providing great services to our communities. We have three main areas of work in progress to support this objective.

The first area is the refresh of our corporate information, Learning & Development Policy, setting out our organisational commitment and providing resources to support services to deliver development opportunities to meet their specific requirements.

The second area is the development of Learning Pathways. The purpose of which is to create visibility of all the different pathways, programmes and networks available that provide development opportunities. In 2025 there will be a specific focus on the development pathways for new employees and new managers.

The final priority area is the review of the systems that support organisational learning. This is a complex area because there are multiple systems across the organisation which provide different outcomes to meet the need of that service such as record keeping, scheduling or e learning. These systems operate in silo, some are older platforms and are using dated technologies which impact experience and/or create additional administration because they lack automation or reporting features. Driven by expiry of the e learning platform contract mid-2025, work is already underway exploring what opportunities are available to support organisational learning.

11. Evaluation and Refresh of the Workforce Plan

This Workforce Plan covers the period 2023-27; however, it is considered a 'live' document and will be reviewed regularly against any changes to Service delivery plans. The SLG will be responsible for monitoring the plan.

Appendices 1-7

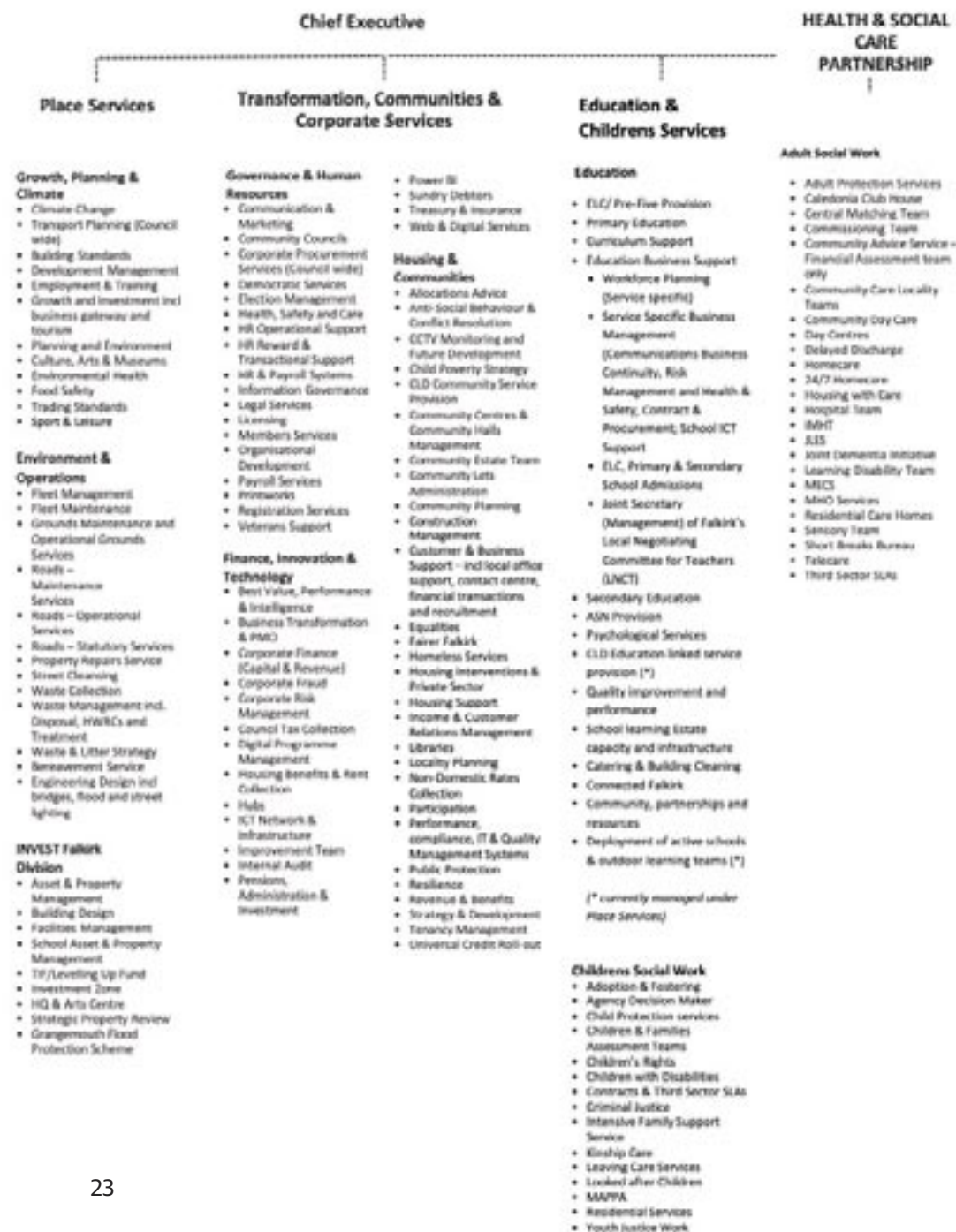
Appendix 1: Target Operating Model Principles

SERVICE DELIVERY	MODERN WORKFORCE	DIGITAL & DATA	COMMUNITY ASSETS
<p>Principle 1:</p> <p>We are a smaller, more focused, and efficient organisation.</p> <p>To achieve our savings targets our number of FTE staff will reduce significantly. The slimmed-down Council will be focussed on the priorities set out in our Council Plan, with an emphasis on targeting resources to statutory services and areas of greatest need.</p>	<p>Principle 4:</p> <p>We only deliver services directly where that offers best value.</p> <p>Where possible and for all services, we consider alternative delivery models such as commissioning and shared services.</p>	<p>Principle 7:</p> <p>Digital self-service is the default means of accessing council services.</p> <p>We aim for seamless end-to-end self-service with more transactions capable of being successfully completed in a single visit. We offer digital advice and support to those who need it.</p>	<p>Principle 10:</p> <p>We significantly reduce our number of buildings, only retaining those that are core to our business.</p> <p>Our asset portfolio will be cost efficient, consist of better-quality buildings, and minimise climate change implications.</p>
<p>Principle 2:</p> <p>There is greater emphasis on partnership working.</p> <p>Communities are empowered to be less dependent on services that we have traditionally provided. We signpost to partners, encourage community self-sufficiency, and work with partners to provide joined-up services that are customer focused.</p>	<p>Principle 5:</p> <p>Our workforce is flexible, adaptable, and focussed on front-line delivery.</p> <p>Our workforce will be empowered to respond to customer needs using the right tools and technology. Repetitive and low value tasks will be automated and reduced.</p>	<p>Principle 8:</p> <p>Digital transformation makes our services accessible, responsive, and efficient.</p> <p>We will take full advantage of digital technology to improve and transform our services.</p>	<p>Principle 11:</p> <p>We make best use of all community assets, maximising sharing with partners.</p> <p>We focus on our localities and develop our service offerings based on place-based strengths and needs. We maximise opportunities for sharing assets with partners. Communities own and operate their own local assets.</p>
<p>Principle 3:</p> <p>We focus on prevention and early intervention.</p> <p>Using Scottish Service Design principles, we aim to reduce costs while improving outcomes for individuals and families by reducing demand for services.</p>	<p>Principle 6:</p> <p>Our staff have the right skills to focus on our priorities.</p> <p>Staff will be given the opportunity to reskill and retrain. We make use of flexible working arrangements, accessing diverse pools of skills and capabilities.</p>	<p>Principle 9:</p> <p>We use data to better plan, manage and design services.</p> <p>We will improve our use of data, analytics, and insights to better respond to customer needs and focus resources on our priorities.</p>	

Appendix 2: Age Profile

Current Age Profile	No of Employees	Age Profile in 3 Years	No of Employees	Age Profile in 5 Years	No of Employees
<16	0	<16	00	<16	0
16-20	99	16-20	1133	16-20	0
21-25	403	21-25	190	21-25	99
26-30	713	26-30	571	26-30	403
31-35	889	31-35	778	31-35	713
36-40	873	36-40	897	36-40	889
41-45	965	41-45	914	41-45	873
46-50	915	46-50	893	46-50	965
51-55	1050	51-55	1019	51-55	915
56-60	1026	56-60	1080	56-60	1050
61-65	650	61-65	891	61-65	1026
66-70	124	66-70	409	66-70	650
>71	47	>71	99	>71	171

Appendix 3: Council Structure



Appendix 4

ORGANISATIONAL DESIGN PRINCIPLES - SPAN OF CONTROL

These key principles and management layers confirm the agreed Falkirk Council organisational design model for all Service structures. New structures and structures which are being reviewed should be designed using the principles contained in this guidance. Existing structures should, where possible be reviewed, to meet the minimum standards, however it is important to stress that posts should not be created to meet the minimum standards. This will ensure that Falkirk Council is best placed to meet future organisational challenges.

1. Organisational Hierarchy

There should be no more than 6 structural layers below that of the Chief Executive. In some circumstances there may be fewer layers needed and this should be encouraged where possible. This is based on benchmark information and best practice.

There should be sufficient differences in the roles and responsibilities between jobs to justify different layers, which is also dependant on the nature of the service provision. The broadly defined layers are set out below:

Level 0	Chief Executive		
Level 1	Directors/Chief Officer HSCP	Grades CO1	Confirms priorities with the Chief Executive and Councillors/IJB
Level 2	Heads of Service	Grades CO 2-6	Designs services to meet priorities and leads direction
Level 3	Service Unit Managers	Grades M-O	Interprets service design, manages service standards and delivery
Level 4	Function Leads	Grades K-L	Manages service delivery/leads on a service specialism/co-ordinates the work of a professional team
Level 5	Section Leads	Grades G-J*	Co-ordinates the work of the team and provides general leadership and support
Level 6	Supervisors/ Section co-ordinator/ Section support lead	Grades B-F*	Supports the team to deliver the service objectives

**Depending on the nature of the service/jobs, G grades could fall within Level 5 or 6.*

The Council will actively work towards achieving this hierarchy in any structure re-design exercises. It will also consider its current structures and assess ways to achieve this hierarchy through voluntary means, e.g., voluntary redeployment, voluntary severance, etc, out with general structure re-design exercises, where this is possible.

2. Span of Control

In designing service/team structures, the spans of control set out below are the targets the Council will aim for with regards to the scope of responsibility of officers. The Council will work towards these targets as new structure arrangements are implemented and/or as existing structures require to be reviewed. A higher or lower level of span of control does not therefore mean that the structure or an individual's grade within this is wrong, as the spans of control set out below are targets that the Council will work towards.

Level 0	Chief Executive	1:3
Level 1	Directors/Chief Officer HSCP	1:3 – 1:6 *
Level 2	Heads of Service	1:4 – 1:6
Level 3	Service Unit Managers	1:4 – 1:6**
Level 4	Function Leads	No more than 1:12 for professional/non front line staff and no more than 1:35 for operational staff. In determining the appropriate ratio, consideration will also be given to the supervisory posts below the layers to assess the reasonableness of the ratio***
Level 5	Section Leads	No more than 1:12 for professional/non front line staff and no more than 1:35 for operational staff. In determining the appropriate ratio, consideration will also be given to the supervisory posts below the layers to assess the reasonableness of the ratio***
Level 6	Supervisors/Section co-ordinator/ Section support lead	No more than 1:12 for professional/non front line staff and no more than 1:35 for operational staff. In determining the appropriate ratio, consideration will also be given to the supervisory posts below the layers to assess the reasonableness of the ratio***

* This relates to the Director to Head of Service ratio

** It would be anticipated that those on Grade O would be at the higher end of the span of control. There will be no Grade M posts reporting to Grade N posts.

*** When applying the framework, consideration should be given to the following indicators, which will help determine the ratio required:

- The nature and complexity of the work
- Specialist nature of the task/project management
- Geographical dispersal of employees
- Degree and repetitive nature of task and availability of established rules and procedures
- Level of decision making, accountability and responsibility

Staffing responsibility:

- Grade O should have a sufficient span of staff responsibility and responsibility as a deputy to one of the Council's statutory officers
- There will be no Grade M posts reporting to Grade N posts
- Grade M and N posts should have reporting structures with Grade K and/or L posts reporting to them (such posts may be permanent or temporary)
- Grade L, M and N posts should have staff responsibilities and structures designed to reflect this
- There may be exceptional circumstances where specialist posts merit a K, L or M. These will be the exception to the above and based on span of specialism. Expectation is that these posts would be limited within each Service

It must be noted that whilst this paper sets out the design principles for the Council, all Grades for posts will be assessed and confirmed through the Council's normal job evaluation processes.

Appendix 5 - Allowances

	2021		2022		2023	
	Units	Amount	Units	Amount	Units	Amount
APTC Contractual Overtime	441.96	£5,914.17	283.09	£4,306.89	156	£3,028.87
Call - Out Allowance			0	£1.00		
Call Out (No Standby)	167.98	£3,492.69	168.66	£3,631.08	114.5	£2,531.69
Call Out (On Standby)	2465.07	£37,063.30	2463.95	£38,356.08	2823.02	£46,494.78
Car Mileage (Non-Taxable)	705969	£317,701.01	683756	£307,690.20	655857	£295,135.65
Car Mileage (Taxable)	13155	£5,919.75	21975	£9,893.94	26981	£12,141.45
Contractual Overtime	312	£3,450.72	312	£3,687.58	312	£4,005.04
Contractual Overtime (Time and Half)	3501.52	£58,600.45	3192.31	£57,140.10	3318.5	£64,429.39
Craft Standby - Saturday	235	£4,672.77	315	£6,527.62	349	£7,605.00
Craft Standby - Sunday / PH	273.5	£7,400.17	416	£11,777.44	530	£15,835.59
Craft Standby - Weekday	1191.5	£11,115.35	1517.5	£14,745.66	1588	£16,202.10
Craft Standby - Full Week	1047	£98,213.51	932.5	£90,611.97	887	£90,287.37
Craft Standby - PH in Full Week	203.5	£3,607.41	147.5	£2,702.95	84	£1,590.56
First Aid Allowance	0	£36,146.87	0	£43,045.04	0	£41,405.67
Night Allowance	25768.82	£116,098.19	19069.58	£84,473.25	18483.2	£86,907.08
Night Allowance Homes	5270.28	£27,505.77	14254.73	£76,187.16	13933.2	£79,551.77
Night Work Allowance (Night Shift Allow)	79968.16	£338,452.38	85978.85	£389,527.13	92828.6	£454,814.69
Out of Hours (Contractual)	20092.25	£182,204.76	20107.66	£194,937.05	19733.8	£207,000.04
Out of Hours (Unsocial Hours)	58300.37	£141,872.31	54515.74	£140,621.61	59162.2	£164,619.84
SJC Standby - Saturday	333	£6,645.18	286	£5,903.44	337.25	£7,350.54
SJC Standby - Sunday / PH	353.5	£9,624.33	344	£9,697.94	379.25	£11,323.31
SJC Standby - Weekday	1263.5	£11,836.26	1289.5	£12,497.93	1497	£15,312.75
SJC Standby - Full Week	370	£34,853.00	342	£33,447.94	361	£37,220.93
SJC Standby - PH in Full Week	27	£479.56	32	£589.96	41	£791.41
Standby	0	£780.02	0	£1,596.62	0	£840.44
Training Hours (Social Work)	1076.35	£11,550.04	1780.56	£20,828.58	1627.85	£20,595.59
Grand Total	921786.3	£1,475,199.97	913480.1	£1,564,426.16	901384	£1,687,021.55

Appendix 6 - Equality Profile

Gender	Emp Count	%	Ethnicity	Emp Count	%	Disability	Emp Count	%
F	5823	75.10%	Any Other	13	0.17%	No	3837	49.48%
M	1931	24.90%	Asian Chinese	5	0.06%	Refused	17	0.22%
			Asian Indian	11	0.14%	Unknown	3755	48.43%
			Asian Other	6	0.08%	Yes	145	1.87%
			Asian Pakistani	18	0.23%			
			Black African	16	0.21%			
			Black Caribbean	2	0.03%			
			Black Other	1	0.01%			
			Mixed	9	0.12%			
			Unknown	2780	35.85%			
			White English	181	2.33%			
			White Irish	26	0.34%			
			White Northern Irish	23	0.30%			
			White Other	97	1.25%			
			White Other British	37	0.48%			
			White Polish	28	0.36%			
			White Scottish	4491	57.92%			
			White Welsh	10	0.13%			
Grand Total	7754	100.00%		7754	100.00%		7754	100.00%

Appendix 7: Realignment of Workforce and Training

Workforce Strategy Theme 1: Attraction and Recruitment				
	Action	Planned Outcome	Action Owner	Timescales
1.1	Review of automated recruitment processes	Streamlined automated processes - <ul style="list-style-type: none"> • All statement of particulars issued on or before start date. • Improved automation process for managers and payroll for new appointments 	HR/ Payroll	31/03/25
1.2	Monitor progress and ongoing development of onboarding processes to improve overall recruitment journey	<ul style="list-style-type: none"> • Increased use of on-line onboarding • Continued development of onboarding content 	HR/ Payroll	31/12/25
1.3	Review pay and grading structure and benefits package, including flexible and voluntary benefits, to ensure it remains competitive and fit for purpose	<ul style="list-style-type: none"> • Pay structure and Terms and conditions which are fit for future and competitive • Consider/ implement charges for the administration of benefits • Development of guidance on use of probationary contracts 	COs/ HR/ Trade Unions	31/12/25
1.4	Develop smarter targeted recruitment and retention strategies for difficult to fill posts, including Guidance for managers on options for reviewing difficult to fill posts	<ul style="list-style-type: none"> • Ensures that the Council has a workforce which is fit for future • Development of trainee roles where appropriate • Promotion of internships 	Service Managers/ HR	31/03/25
1.5	Promote Falkirk Council as an employer of choice	<ul style="list-style-type: none"> • Updated MJS content • Consistent advert format • Ongoing development of job library 	Communications/ HR	31/03/25
1.6	Streamline recruitment processes	<ul style="list-style-type: none"> • Implement Digital Right to Work Checks • Improved use of talentlink to facilitate recruitment – use of CVs, reference checks • Improved post approval processes/ establishment control 	HR/ Staffing & Recruitment	31/06/25

Workforce Strategy Theme 2: Equality and Diversity

	Action	Planned Outcome	Action Owner	Timescales
2.1	Encourage employees to share their protected characteristics	Improved quality of employee data across all equality protected characteristics	HR	31/06/25
2.2	Review MJS webpage to support recruitment from BAME and other protected groups.	Updated MJS webpage, as part of employer branding work, to publicise information relating to Disability Confident, Living Wage, health & wellbeing policies, flexible working practices and physical activity strategy	HR/ Communications	31/06/25
2.3	Promote use of intern, graduate and apprenticeship programmes	Increase in number of young people in workforce	COs/ ETU/HR	Ongoing
2.4	Continue to monitor the equal pay gap.	Review structure/ Grade lines for professional posts	Reward	31/12/25
2.5	Increase awareness and understanding of equality and diversity within the workforce	<ul style="list-style-type: none"> Managers to ensure completion of on-line E&D course Roll out of Equally Safe training across workforce across Council 	HR/OD	31/03/25
2.6	Implement proactive actions to prevent incidents of harassment and bullying arising building a more inclusive and positive workplace culture.	<ul style="list-style-type: none"> Review of Dignity at Work Policy to incorporate Worker Protection (Amendment to Equality Act) Act Updated Equality, Diversity and Inclusion online training to raise awareness for all employees Monitoring of incidents via SHE Assure system Risk Assessment Process to ensure that risk of sexual harassment occurring is appropriately risk assessed. 	HR/HS&W	31/03/25

Workforce Strategy Theme 3: Leadership, Skills and Development

	Action	Planned Outcome	Action Owner	Timescales
3.1	Implement new employee integration programme (onboarding and induction)	<ul style="list-style-type: none"> • Adopt Employer of Choice branding • Reviewed induction across Council 	OD	31/12/25
3.2	Develop Learning Pathways for Employees	Our employees feel they have enough opportunities to learn and develop	OD	31/12/25
3.3	Develop Learning Pathways for Managers/ Executive Development Programme	All leaders and managers have access to appropriate development and training which supports our priorities and delivery of best value	OD	31/12/25
3.4	Implement a coaching and mentoring programme	Coaching culture across all services areas to support and develop our employees	OD	31/12/25
3.5	Review Learning System	A Council wide learning and development system is in place	OD	30/12/25

Workforce Strategy Theme 4: Engagement, Value and Retention

	Action	Planned Outcome	Action Owner	Timescales
4.1	Develop a communication platform to connect all our people that delivers a consistent message across multiple channels	<ul style="list-style-type: none"> Employees feel connected and informed 	OD/ Communications	31/12/25
4.2	Design organisation wide engagement surveys to engage and act on the matters that are most important	<ul style="list-style-type: none"> Employees feel listened to and involved in change 	OD/ Communications	31/12/25
4.3	Create process for pulse surveys that can be service, team or topic led e.g. Occupational Violence and Hybrid Working	<ul style="list-style-type: none"> Employees feel listened to and involved in change 	OD/ Communications	31/12/25
4.4	Create a digital suggestion scheme encouraging our people to share ideas and views directly with our Chief Executive	<ul style="list-style-type: none"> Employees feel listened to and involved in change 	OD/ Communications	31/12/25
4.5	Spotlight our benefits and rewards scheme, including flexible working, so that our people have the information they need	<ul style="list-style-type: none"> Employees feel connected and informed 	OD/ HR/ Communications	31/12/25
4.6	Review exit questionnaire/ interview arrangements	<ul style="list-style-type: none"> Improve information on reasons for leaving / improved retention 	HR	31/03/25
4.7	Review and re-launch the Council's Partnership Working Agreement	<ul style="list-style-type: none"> Revised Partnership Working Agreement Delivery of service based launch sessions in conjunction with Tus 	HR	31/12/25

Workforce Strategy Theme 5: Health, Safety and Wellbeing

	Action	Planned Outcome	Action Owner	Timescales
5.1	Update the Employee Wellbeing Strategy and Implement Employee Wellbeing Action Plan	Increased awareness of employee wellbeing	H,S&W	31/12/25
5.2	Undertake quarterly reviews of absence	Sickness levels achieve Council target of max of 4% absence.	HR/ Service Managers, CMT	Ongoing
5.3	Implement the Health & Safety Strategy Action Plan	Ensure that the working environment is safe and that any inherent risks are assessed and managed	H,S&W, Service managers	31/12/25
5.4	Leadership Team to continue to champion wellbeing across the Council	Increased awareness of employee wellbeing	Service Managers/CMT	Ongoing
5.5	Ensure appropriate signposting in place to relevant networks and that staff know where to look for / access these e.g. employee assistance, financial advice	Increased awareness of employee wellbeing	HR	Ongoing

Workforce Strategy Theme 6: Capacity and Performance

	Action	Planned Outcome	Action Owner	Timescales
6.1	Implement robust workforce planning processes that are fully integrated into service planning, aligning actions to our workforce strategy and TOM	<ul style="list-style-type: none"> Service/ project workforce action plans to be developed Implement PowerBi establishment report to allow for improved workforce information/ monitoring 	COs/ Project Managers HR	31/03/25 31/12/25
6.2	Ensure that all Service reviews are undertaken in a manner consistent with the Council's Target Operating Mode	<ul style="list-style-type: none"> Our workforce which is flexible, adaptable, and focussed on front-line delivery. Staff have the right skills to focus on Council priorities. 	HR/ Service Managers/CMT	Ongoing
6.3	Review the Organisational Design Principles to ensure they remain fit for purpose	<ul style="list-style-type: none"> Organisational design principles continue to meet service needs Services review arrangements to ensue structures align to the organisational design principles. 	HR	31/06/25

